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ABSTRACT

This workbook addresses key issues in the design of an overall strategic planning process and the subsequent implementation process for public and nonprofit organizations. The workbook is divided into two sections. Part 1 presents an overview of the strategic planning and implementation process and the benefits to be gained by using it. The coverage of the context and process of strategic change includes five readiness assessment worksheets. Part 2 covers each of the 10 key steps of the process in more detail. The 10 steps are as follows: initiate and agree on a strategic planning process; clarify organizational mandates; identify and understand stakeholders and develop/refine mission and values; assess the environment to identify strengths, weaknesses, opportunities, threats; identify and frame strategic issues; formulate strategies to manage issues; review and adopt the strategic plan; establish an effective organizational vision for the future; develop an effective implementation process; and reassess strategies and the strategic planning process. Each step description includes sections on purpose and possible desired planning outcomes, and offers worksheets to facilitate the process. The book ends with listings of resources (brainstorming guidelines, snow card guidelines, a strategic planning workshop equipment checklist, and a conference room set-up checklist); a glossary with 11 definitions; and a bibliography containing nine references. (KC)

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